

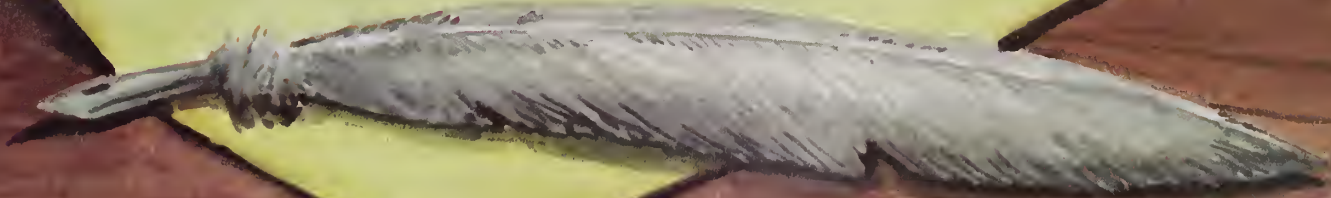
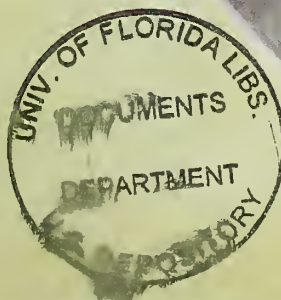
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U.S. ARMY RECRUITING and CAREER COUNSELING

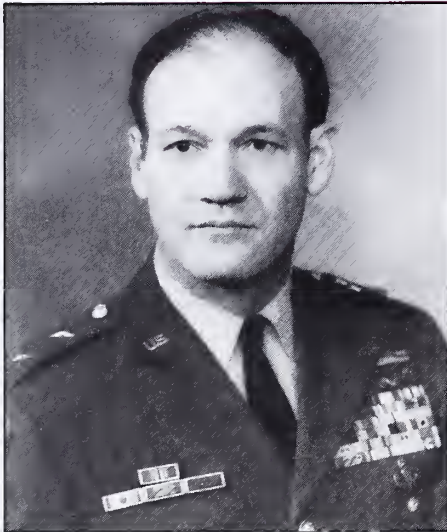
journal

DECEMBER 1976

Warmest holiday
wishes to all who are making
the Volunteer Army the
success it is
E.P. Forrester



Views and Reviews



MG Eugene P. Forrester

As this year ends I've been reflecting on recruiting and the direction we will be following in the future.

I must say, despite the ups and downs we experienced this year, I *would* rather have spent the nation's 200th birthday here than anywhere else in spite of the weather!

As the season gets colder, drawing closer to winter holidays, I hope everyone will be able to spend more time with their families and friends. While there's much work to be done we can also share the experiences of the year past. I hope you have some great memories of this year in recruiting; I know that I do.

Being the Army's "chief recruiter" is a tough job, but there are also many rewards. Believe me, there is never a dull moment. I've had the opportunity to travel all over this great country telling the Army story, talking about the men and women in the field, and the things you've accomplished. I wish you all could know the people I meet when I'm out on the road. These people are really interested in what you're doing. We've got a lot of friends all over the country, people who will do what they can to help you in your local community. I believe — and most Americans I know share this view — that the success of the volunteer Army is in everybody's best interest.

We've just elected a new President; this means a new beginning for the New Year. His policies are not yet fully known; but I'm optimistic. President-elect Carter received service benefits, education and experience from one of our sister services, the Navy. I sense he will be dedicated to preserving the opportunities he had for young people now.

Sometimes you get frustrated with the way things are going. I do too! We're being asked to do more with less — less money and fewer sales options. I've asked for more money, but I can't promise we'll get it. I know Secretary Hoffmann is trying his best to aid our efforts for the Army. And there is hope that his efforts will bring results.

The things accomplished in the past have been amazing. I have had very few disappointments in my time at USAREC; I've always placed my faith in all of you to come through in the clutch. I've said all along and I'm saying it again that I am confident that the people of USAREC will continue to meet the challenge. And the Army's new Chief of Staff, General Rogers, shares this view.

My best wishes during this season for a well deserved Holiday. The best to all of you and your loved ones.

A handwritten signature in black ink, appearing to read "Eugene P. Forrester".

EUGENE P. FORRESTER
Major General, USA
Commanding

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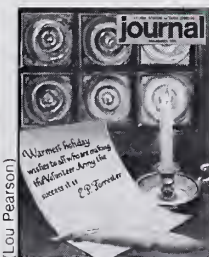
FEATURES

- 4 The USAREC IG said 'commendable'
- 8 The assistant area commander's job — from a woman's point of view
- 9 Recruiter report card
- 10 DEP drop outs
- 11 Impressions of the Army
- 12 End of year look at years ahead
- 13 FORSCOM sets USAR recruiting plan/IG Commendable areas
- 24 The Army Hometown News Center
- 27 Calendar Year 1976 Index
- 28 Birthday celebrations in Hillsboro, Texas ... and in the IG's office
- 29 Recruiting in Puerto Rico

DEPARTMENTS

- 2 Views and Reviews
- 6 OOE
- 14 Career Counselor
- 16 Field File
- 20 Q-2
- 21 Training Ideas/Recruiter Quiz
- 22 Spotlight
- 30 Update

COVERS



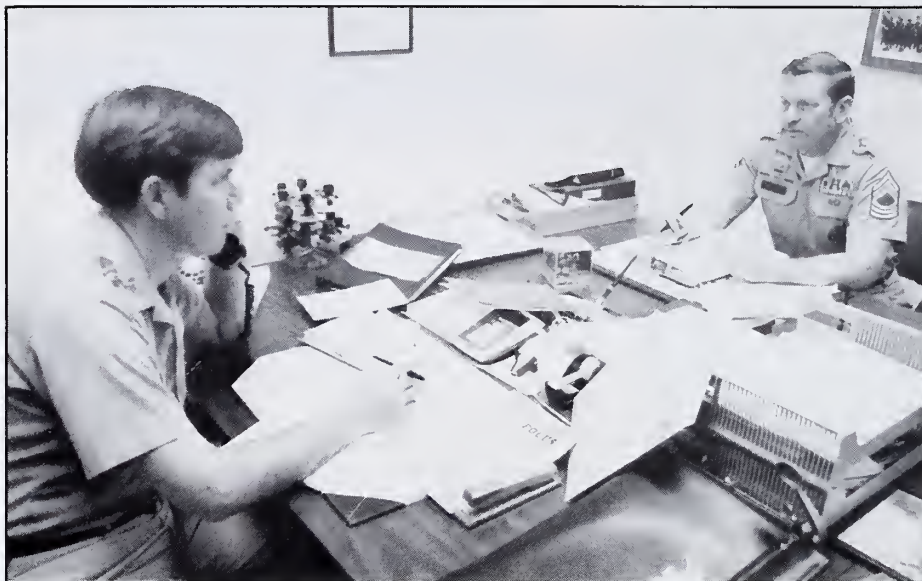
(Lou Pearson)

In addition to MG Forrester, the Journal staff and everyone else at USAREC headquarters wish you a joyous and restful holiday season.



(Dick Christianson)

Last year we sent you a holiday gift from the South Seas island of Samoa. This year it's the Caribbean island of Puerto Rico. Eat your hearts out snow bunnies.



CPT Gerald L. Crews, and MSG John E. Griffiths, Jr. find their desk-facing-desk a most convenient arrangement for their daily discussions.

During FY 76 inspections, the USAREC IG rated the Jackson area of the Jackson DRC as "commendable." Knowing that they must be doing something right to earn that rating from the IG, the *R&CC Journal* asked Meda Usry of the Jackson DRC to find out if they had any secret tactics that would be of use to other areas in preparing for FY 77 IG inspections.

Meda Usry began by asking the area commander, Captain Gerald L. Crews, "How do you perceive your job?"

"First and foremost, I'm a commander, and as such, am responsible not only for mission accomplishment, but for the welfare of my men, to motivate, supervise, train, protect, reward, punish, and generally take care of their needs," Crews responded.

"In addition to commanding," Crews continued, "the second major area of importance is the fact that I am also a salesman. My product is the Army. I have seven recruiting stations, all manned by senior NCOs; their consumers are the civilian communities who are not familiar with the Army, and in many cases, have never had the remotest contact with it."

Captain Crews felt that one factor that was extremely helpful to him was that his background rendered him able to function well under pressure. "In recruiting, this surely helps since there is continuous pressure, punctuated by even higher periods of pressure, generally during June, July and August, the heavy recruiting months."

Commanding an area that covers 18,000 square miles, or more specifically, the "Army presence" over most of central Mississippi, is not part of the training accorded the average company grade officer. "I delegate authority through my NCOs beginning with my assistant area commander, Master Sergeant John E. Griffiths, Jr., who had commanded the area before my assignment," Crews said. "I consider MSG Griffiths similar to a first sergeant — I set the example and use my expertise in all the administrative and supply functions. If I don't have the answers for my men, I get them. I maintain a high level of proficiency in these areas and MSG Griffiths handles the day-to-day objective, breakout, and insures that the recruiting sergeants receive the required training needed to make them effective. Any decision of

The USAREC IG said 'commendable'

When USAREC IG inspections were completed in the Southwestern Regional Recruiting Command, three area commanders found themselves and their areas being rated "commendable." The Jackson Area of the Jackson DRC was one of them, and this article shows why.

major importance is discussed with MSG Griffiths before I make the final decision."

There are administrative requirements in all Army elements, and "I am involved with all the paperwork in the area commander's office," Captain Crews said. "In the absence of an admin clerk, any formal material that must be typed is forwarded to the appropriate section at the DRC. Informal paperwork is handwritten, reproduced and dropped in the mail to the recruiting stations. I pay particular attention to suspense items and see that the monthly reports are sent out."

Market analysis, which plays an important part of the area commander's workload, would be the intelligence section of a regular TO&E unit. "Sergeant Griffiths and I accomplished an elaborate market analysis to determine what our market consists of, and we adjust our objectives accordingly," Crews added. "There are frequent cycles of high employment, unemployment, or whatever other factor there may be, and we then take another look at the objective breakout. Using SMART boards, we have plotted the 'enemy' (other services' accessions and quality). If it is determined that particu-

lar recruiters have not worked the 'enemy' areas, then I ensure, through Sergeant Griffiths, that they get over in that area and beef up recruiting activities.

"Master Sergeant Griffiths and I work hand-in-glove on the day-to-day functions of the entire Jackson area. We discuss objectives, add-ons, and quality constraints that are placed on us. Once I make a decision, MSG Griffiths advises the field recruiters and is responsible for ensuring that these objectives are met.

"In the matter of training, Sergeant Griffiths goes out to the stations and rides with a weak recruiter, giving him some of the finer points and techniques, critiques, criticisms, and evaluates the recruiter's performance. Then I go out and ride with the recruiter; if he is still having problems and it is necessary, MSG Griffiths rides with him again. We do everything we can to make our recruiters productive.

"During my visits to recruiting stations, I ensure that RPIs are ordered and that recruiters are staying abreast of new items and supplies," Captain Crews said, touching briefly on the subject of logistics. "Automobiles are the big item, and we rotate high-mileage and low-mileage vehi-


cles to equalize vehicle use."

Captain Crews mentioned that public affairs and civilian functions account for about 50 percent of the area commander's job. "Getting out, shaking hands, meeting people, becoming a part of the community, and talking with young men and women gives credibility to our job and to the Army. The area commander plays a very important role.

"I've appeared on local TV, made presentations to TV managers and presented awards in the community. Sergeant Griffiths owns horses and we have participated as a mounted color guard in parades and in small communities. We've taken educators on tours of Army posts.

"Anything we can do to get out and show the civilian market what we are enhances the image of the entire Army and military establishment."

As for "tricks of the trade," Captain Crews said that what he and his recruiters do is not necessarily any different than the practices seen elsewhere.

If that's the case, perhaps it is a case of mental attitudes and job perception. Maybe that's what the USAREC IG saw and said was commendable. 



By MSG STEVE ROWLEY

Assistant Area Commander, Phoenix DRC

In the Phoenix DRC, the assistant area commander is the station commander's immediate supervisor and the first person to whom that station commander has a responsibility in going up the chain of command. The AAC checks the station commanders' and recruiters' accomplishments and progress, and evaluates their performances; he assists in recommending and determining how far and in what capacity that station commander or recruiter is capable of serving in the OOE field.

The assistant area commander position is one which most ambitious station commanders and recruiters would like to achieve.

An objective look at what being an AAC means in responsibility and function will serve to put into focus what he really is — or should be. It should also realisti-

Assistant Area Commander

What the job really is

cally define the qualifications for anyone with the title of assistant area commander. And finally, it will be helpful in making an AAC more professional at his job and in his development for more responsibility up the ladder to sergeant major.

- **An assistant area commander first should know his own job.** He should know his specific duties. He must fully understand what his area commander expects him to accomplish, and how. He should be totally up-to-date on his product. He should know as much about his competition as if he worked for them. He should know recruiting trends and new developments. He should understand recruiter/enlistee cost and the effect on cost-effectiveness, and be prepared to make recommendations to the area commander to reduce costs while increasing productivity. He should know the reporting procedures required from the area commander's office, and the stations and recruiters — and why the reports are necessary. He must know the markets in which his stations recruit and for which he shares a responsibility to the area commander. He must detect trends in these markets and constantly be on the alert for new opportunities.

- **He should know exactly what the station commanders and recruiters should be doing — and what they actually do.** The AAC must understand the ramifications of call frequency, itineraries and prospect potential. He should constantly be ready to recommend adjustment or modification of his station commanders' and recruiters' efforts to maximize their available selling time and their energy. He should have the capability of anticipating future changes in his recruiting personnel strength and how best to cope with them to maximize exploitation of the area. He must be able to fulfill these obligations without overloading himself with details — yet must be alert to individual developments that could affect any of his stations or his recruiters.



- **He should know exactly how to educate his people to maximize their recruiting efforts.** The AAC must be able to communicate with his people beyond the standard words or jargon of everyday activity. He must constantly reinforce earlier training so his recruiters will always be able to identify which product information is needed by each prospect to effect a sale. He should interact with them in the business of cold calls, customer service, product presentation, obtaining facts and information, and the nitty-gritty of making packets properly. The AAC should assist them in eliminating every act that is unnecessary. He must be able to assist them personally with difficult situations or problems — or roll up his sleeves and work with them when they're down. He must explain to them why it is better to do certain things one way rather than another which they might prefer because it's easier. He must equate this to their production standing and DRC ranking and to their own futures.

- **He must earn the respect of his recruiters.** Respect is earned, not given. If recruiters respect the AAC, they'll believe what he tells them. An assistant area commander must know how to motivate his people. He must understand what makes them act and what makes them react. He must instill in them a concern and regard both for their "customers" and for the needs of the Army they serve. He must convince them that production is what insures their jobs and the Army's future — and that lack of production endangers both. He must help them to look out for the Army's good, while acting in the best interests of their prospects. He must make his recruiters want to work with him and for him. He must develop their fullest potentials by helping them identify their goals and by creating a harmonious working atmosphere in which they can attain their goals. He must help his recruiters put competition into the proper perspective and guide them in healthy stimulating competitiveness that best

serves the needs of the area and ultimately the Army. He must make them think and sell in terms of reasons to buy and benefits to the prospect as well as need fulfillment. He must do everything he can to make them want to do their best, to succeed and excel.

- **He should create or relate new methods of prospecting and selling that can have a positive effect on production.** By recommending new sales aids that can cause an increase in production, and by acting as the eyes and ears for the area commander, the AAC is closer to the action and his contributions can shortcut disruptive changes, help prevent mistakes and aid in determining best courses of action to enhance, rather than detract from, production.

- **An assistant area commander must never turn his back on his own personal development.** He should constantly sharpen his technical and selling skills by listening, asking questions and keeping alert. He must strengthen his abilities to get along with his subordinates and his superiors. The AAC need not necessarily be a "yes-man" for his bosses even while conforming to their stated policies and procedures. He should, however, be a sounding board and a source of ideas and recommendations. He must read as much as he can about both his own job and recruiting as well as selling in general. He has an obligation to develop his ability to speak, write and communicate more effectively. He should learn from his superiors as intensely as he watches the progress of, and learns from, his subordinates. He should set goals he might not be able to attain, yet ever strive to achieve them.

- **And for the crowner:** the AAC should always be ready to do that one extra something that will build him a reputation for being an NCO with a future — a person who has not reached his peak — an individual whose potential is there to be put to use profitably in the next higher grade and position of responsibility. the DRC sergeant major.



The assistant area commander's job – from a woman's point of view

Dallas DRC

The first woman assistant area commander in the history of the Dallas DRC finds the job interesting.

Master Sergeant Sherrill Hochspeier has been working in the Fort Worth area for four years, so she is no stranger to the area or the job.

"Although all of the 23 recruiters working in the area are men, we have found no difficulty in maintaining our professional relationship," explained the petite Army veteran. "The Army gives you, the individual, a chance to prove yourself on the job. If you are qualified and proficient in your work, you won't have any problems whatsoever in the Army."

The 23 men who work with Sherrill to keep things moving along on an even keel all basically agree that she was the best choice for the job.

"Her experience in the field made her the logical choice," explained Captain Thomas S. Scrivener, area commander in Fort Worth. "She has the knowledge and the personality to keep things together and she inspires confidence in the field recruiters. Our record for the past three years shows just how good our recruiters are. Sherrill will be a plus to the DRC."

Master Sergeant Hochspeier reflected on her reasons for success, "I guess part of the reason I like recruiting is that I like the Army. I'd been to places such as Munich and Heidelberg and I'd seen a lot, so I decided in 1966 that I wanted to be someone who could show others the benefits and satisfactions of an Army career. There is only one job like that in the Army and that is to be a recruiter."

Like most women recruiters Sherrill remembers the days when WACs did other things besides recruit. "I've had a varied line of jobs in recruiting. I started in New Jersey as a counselor for WACs and filled in on the female officer selection program."

As do most recruiters, this one is actively pursuing her education. "I am currently working to complete a bachelor's degree in business. I think it will help me here on the job. I sold education to applicants for so long I

convinced myself. You don't need to sell most recruiters education; we know just how valuable that sheepskin can be."

Probably one of the most-asked questions of a female recruiter is: how do applicants feel about talking to a woman sergeant?

"I never felt there was any tension or uneasiness between myself and my applicants," responded the WAC Master Sergeant. "When an applicant comes in, it makes no difference whether he talks to a man or a woman, as long as he feels that person cares enough about him to make sure he gets what he wants. You must inspire confidence."

"Recruiting is very much a one-to-one activity. It requires a special kind of involvement with each individual. When an applicant feels the attention and interest is there, that's all they'll ask from a recruiter."

Her new position is not the usual management desk type of job. She spends a great deal of time visiting local recruiting stations in her area. During these visits she tries to find out any special project a recruiter might have going so that she can be of help.

For instance, she found out about ROTC campouts and she now goes along with the cadets.

"I think it's important for the girls in the program to see a woman in the Army doing something besides sitting behind a desk or passing out pills at some clinic," explained MSG Hochspeier. "They need to see that the Army is changing and women are no longer stuck in conventional jobs."

"My career in the Army has been most interesting. I've done things that no civilian with a similar education could do, or I should say would ever get a chance to do. I've traveled to foreign countries and been given a lot of responsibility. I guess the thing I'm trying to get across is I enjoy the Army. It's like what seasoned NCOs have been telling me for a long time: The Army doesn't limit you, it encourages personal growth, and that depends on initiative."



Recruiter Report Card

The San Antonio DRC developed this checklist which might be adapted for local use elsewhere.

Recruiter: _____

Station: _____

Date: _____

YES

NO

1. High School/ASVAB Program (USAREC Reg 601-29)

A. Are high school lists readily available? _____

B. Are lists being refined before recruiters begin contacting leads? _____

C. Are ASVAB lists available for each high school? _____

D. Is recruiter correlating ASVAB lists with high school lists? _____

E. Is recruiter actively working his high school/ASVAB lists? _____

F. Are USAREC Forms 446 being maintained on each high school? _____

G. Can recruiter explain his high school program? _____

H. Does recruiter know what percentage of his seniors were given the ASVAB and, from ASVAB lists on hand, how many were disqualified? _____

I. Are valid annotations made on HS/ASVAB lists to show disposition of each name as contacts are made? _____

J. Does recruiter know the principal and counselor(s) at each high school? _____

K. How often does recruiter visit each high school? _____

2. Prospect Card File (USAREC Forms 200-series). (USAREC Reg 601-20)

YES

NO

A. Is prospect and center of influence card file maintained in accordance with the regulation? _____

B. Are USAREC Forms 200 filed for follow-up as indicated on the Recruiter Daily Work Plan? _____

C. When a high school list indicates a card has been made, are cards filed in an active daily or monthly suspense? _____

D. Are appointments being made and is this information reflected on the card? Does the Daily Work Plan reflect the appointment also? _____

E. Are prospect locator cards made out in accordance with USAREC Reg 601-20? _____

3. Recruiter Work Plan (USAREC Reg 1-9)

A. Does recruiter use Daily Work Plan to schedule phone calls to prospects on high school and ASVAB lists? _____

4. Other areas

A. Is the Delayed Entry Program given maximum emphasis? _____

B. Are all appropriate DEP promotional items fully utilized? _____

C. In last six months how many DEP enlistees have been promoted to E-2 for referring other enlistees? _____

Signature of inspector
(area, assistant area or station commander)

Signature of recruiter

DEP drop outs

By SP4 KEN HOLDER

Departments Editor, Journal

Riddle: In what ways are the Delayed Entry Program (DEP) and marital engagements alike?

Pregnant pause.

I don't know. In what ways are the Delayed Entry Program (DEP) and marital engagements alike?

Answer: Entrants continue to look for something better after they've signed on, and both have an increasing dropout rate.

Since this isn't *Brides* magazine we won't go into the intricacies of marital engagements. Instead, let's take a look at the DEP.

The DEP dropout rate is rising. Whether this is due to increased DEP time or ineffective follow-up, the fact remains the rate is rising. Since we can't do anything about the length of time a young person is in the DEP, let's look for ways to keep him in.

According to a fact sheet produced by the Recruiting Management directorate of HQ USAREC, the DEP discharge rate is 2.77 percent for FY76. That's up from 1.59 percent for FY75. But what's really amazing about these figures is that during FY76 52.3 percent of all these discharges were considered preventable.

Master Sergeant Carl S. Culvahouse of the USAREC IG had some suggestions to stem the flow: "If a DEP is having problems, help him solve them. Often a problem that may seem overwhelming to an applicant can be solved by the recruiter by some contact he might have. Make sure the person is qualified for the job for which he enlists, and make sure he understands what he enlisted for.

"Another thing you must do is keep in touch with the applicant,"

continued Culvahouse. "Many times this can help you to gain other enlistments, too. A lot of kids won't consider getting out if their friends are in also. Make sure the applicant knows that he's a part of the Army when he enters the DEP. This will make him feel like he belongs to something. Invite him down to the station to help with calls and mail-outs. Something we've seen on the IG team is that some DRCs have monthly DEP parties. At these meetings new members can be introduced to oldtimers in the DEP. Again, what I'm stressing is a sense of belonging. The T-shirts with 'DEP' on them help, too.

"Of course there are going to be times where you can't help but lose a DEPer. If he breaks a leg or gets in trouble with the law, there really isn't anything you can do."


A system used in Indianapolis DRC doesn't give full credit for a DEPer until he enters active duty.

This encourages a recruiter to stay in touch. The recruiter receives half the enlistment credit when a person goes into the DEP; the other half is received when the DEPer goes on active duty.

Something that recruiters need to continually emphasize, according to MSG Culvahouse, is that if a DEPer gets two high school diploma grads to join, he can enter active duty as an E2. That helps both the recruiter and the enlistee.

Since Oct. 18, all applicants undergo an Entrance National Agency Check (ENTNAC) at the AFEES. If an enlistee goes into the DEP for 45 days or more, the guidance counselors at the AFEES will receive the results; if he goes on active duty before that time, the training unit installation will receive the information. This should make it harder for a "Typhoid Mary" or a "Jack the Ripper" to get by the screening and checking processes.

A lot of these things are common sense. Remember them; put them to work.

End of Master Sergeant Culvahouse's comments on DEP dropouts. He had nothing to say on the subject of marital engagements. 

Rank Comparison of Approved DEP Discharges FY 76

Reason for Discharge	Male/Female		Total	Percent
MEDICAL EPTS	608	428	1,036	25.8
MEDICAL N/EPTS	365	194	559	13.9
MORAL EPTS	394	53	447	11.2
MORAL N/EPTS	286	30	316	7.9
PREGNANCY N/EPTS		234	234	5.8
OTHER	140	89	229	5.7
PERSONAL PROBLEM/APATHY	59	156	215	5.4
PURSUIT OF HIGHER EDUCATION	122	56	178	4.4
HARDSHIP	95	71	166	4.1
DEPENDENTS	56	109	165	4.1
NHSG	112	28	140	3.5
PRIOR SERVICE	96	2	98	2.4
MARRIAGE	7	82	89	2.2
PREGNANCY EPTS		57	57	1.4
RECRUITING ERROR	33	16	49	1.2
ENLISTMENT				
MISUNDERSTANDING/MISREP.	22	8	30	0.7
TOTALS	2,395	1,613	4,008	

Impressions of the Army

The United States Army of 1976 looks different to a person who has been in Army green for two or three months, when compared to the views of a person in uniform for 10, 15 or 20 years. To get an idea of just what the impressions of young people are, the Market Studies and Analysis Directorate of HQ USAREC has completed a second Army Recruit Feedback Survey. The results of the first survey were published in the August 1976 issue (page 20), and there is a good degree of consistency in the results of both surveys.

A total of 1719 recruits were surveyed at several posts; 17 percent of the recruits had college background while 34 percent were high school graduates. The remainder of those surveyed hadn't completed high school. Those surveyed were in BCT, AIT and at posts with One Station Unit Training (OSUT).

Believability

First, the bad news. Of those surveyed during BCT, 26 percent said their recruiter was "not at all" believable as a source of Army information. That's one of every four who felt the recruiter did not "tell it like it is." On the other hand, 63 percent felt the recruiter was "generally or partly believable." Eight percent said they received no information and the rest didn't reply.

Meanwhile, in the AIT/OSUT camps, 30 percent said they felt their recruiters were "not at all" believable. Only 47 percent answered "generally or partly." Eleven percent said they received no information.

Still on the subject of believability, Army advertising scored quite well with 72 percent in BCT saying it was generally or partly believable, while 62 percent in AIT or OSUT agreed. The percentage which said advertising was not at all believable jumped from 16 percent to 24 percent in AIT/OSUT.

Where else do young people go to get information about the Army? How about high school guidance counselors? About a third of the total group said they received no information about the Army from their high school counselors. And, while Army counselors fared a little better with regard to believability, more than 16 percent of the respondents claimed no information was given by Army guidance counselors.

Discipline/Training

Those in BCT with college experience tended to feel that discipline was less demanding than they had expected. High school grads and non-high school grads both felt it was a bit more demanding than expected.

On the average, about two of every three people in AIT/OSUT training were looking forward to working in their MOS. Non-high school graduates were the least satisfied.

Learning/Personal Freedom

In BCT, non-high school graduates and high school graduates were even in feeling they had more opportunity to learn than expected. A lower percentage of college people felt they had more opportunity to learn.

In OSUT, non-high school graduates felt, by the widest margin, that they had more opportunity to learn than expected. College people and high school grads continued to feel that they had less opportunity to learn than expected.

More than half of the college people in BCT felt they had less personal freedom than expected, but non-high school grads were the most disappointed in this area with high school grads in the middle. In OSUT, all three groups felt they had less personal freedom than expected, but non-high school grads were the least disappointed by reality as compared to expectations; percentages were similar, however, to those in BCT.

"Likeability"

"Most likeable" ratings given in BCT went to fellow trainees with commanders and NCOs running second and third. Army food and posts were the least popular aspects of BCT, although BCT itself was better liked than either the post to which assigned or Army discipline.

"Likeability" ratings changed somewhat for people in AIT. Again fellow recruits headed the list, but AIT was a close second. Then came commanders and NCOs. Army food, unit rules, discipline and the posts were rated about equal.

What can USAREC do?

There is little USAREC can do about Army food, commanders and NCOs at training units, unit rules or discipline, but there are some problems about which people at all levels of USAREC need to be concerned:

- The "not believable" tag of many recruiters;
- The failure of high school counselors to get the Army word to their students; and
- The low rating of Army guidance counselors as a source of Army information.

To improve recruiting practices, a BCT film has been distributed which should widen recruits' knowledge of what can be expected in BCT. Four additional films have been distributed covering AIT/OSUT and what can be expected regarding four career management fields; two more such films are in production now. On an individual basis, recruiters and guidance counselors should more fully use the "Army Occupational Handbook."



End of year look at years ahead

By CYNTHIA I. NASON
Features Editor, Journal

USAREC's Market Studies and Analysis Directorate has used all its resources to project the Army's needs over the next five years and what its recruiters will be facing.

While USAREC doesn't have a crystal ball, it has something which probably has a better batting average when it comes to predicting the future — a Market Studies and Analysis directorate with a long range plan.

MSA's plan gives the big picture for USAREC from FY 77 to FY 82: where USAREC is and where it must go.

Recruiting in a volunteer environment is still in a stage of infancy, relatively speaking. New techniques are being tried, old ones are discarded if they don't work, and new goals are set.

More quality

The most significant development in the five-year plan is the heavier emphasis that must be placed on recruiting higher quality. The best soldier, on the average, is one who is of the best quality, academically and mentally. Recruits with these characteristics who are high school diploma graduates (HSDG) are more easily trained and adapt well to an Army environment.

It is immediately noted that quality is directly linked with the losses before ETS the Army incurs with first termers. Non-high school graduates (NHSG) drop out at a rate almost twice as high as that of HSDG. Only one out of every five HSDG drops out. The rate for NHSG runs higher than one out of three.

The impact of these losses is told by the large sum of money involved — more than \$100 million each year. That's the amount DA estimates is now spent in unnecessary training, permanent change of station and discharge costs of people who are discharged before ETS.

Ultimately the advantage would be the recruiter's; he or she is the one to benefit because eventually fewer recruits will be needed to fill the now too rapidly emptying slots.

For the recruiter this situation has a sieve-like effect. For every

three people he recruits, on the average, one of them leaves the service before completing his first term. The large numbers needed to plug the gaps keep the recruiter working fast and furiously.

The recruiter, however, is not alone in his task. Along with his own efforts, he is helped out by resources like public affairs, advertising, recruiter aides and service-related benefits. These are the drawing cards which interest the young prospect in the military service. From there the recruiter must make the sale with the tools at his disposal — enlistment bonuses, RPIs, etc.

Yet it's still not an easy job. Past experience reveals that it takes about four times the effort to acquire a HSDG as a non-HSDG. Thus far USAREC has done well in enlisting the quantity of non prior service (NPS) HSDGs, from 78,000 in FY 74 to 91,000 in FY 76.

To obtain the quality, there are many facts available for the recruiter to take advantage of.

The market

The key market is the 17-21 year old NPS male. This is where the crunch comes, for it is also the toughest market.

The size of the group the recruiter works with is whittled down to about 58 percent of the total. This figure is derived from the current AFEES experience for all services of those who meet minimum mental and physical standards. The size of the pool is further reduced by eliminating those young people who are in the active or reserve forces, are veterans and those who are in college or college-bound. The group left to work with is about 2.8 million, or about 580 per recruiter. Over a third of these are in their senior year of high school.

The recruiter then must compete with private industry and higher education, as well as other active military and reserve elements to meet

Army needs. Of course influences on the young people are different in different communities, making each recruiter's market vary a little from another's. However all recruiters should make the high school seniors their chief market.

What are the concerns of the male NPS HSDG? When young men consider a job they place the most importance upon a good income. Other factors which interest them are getting ahead, growing responsibility, job security, challenge and being proud of their job.

Dissatisfaction with life, particularly as a result of the poor outlook for youth job opportunities, is not likely to be a strong motivating factor for most youth to join the Army.

At the same time one of the most important lifestyle factors to young people is that of eventually getting a good job in a career field they are interested in and that gives them personal satisfaction. Young people want to control their own life. Basic things are important too, things like good food, housing and clothing. In their job they expect fair treatment, association with people who are liked and respected and to be treated with dignity and respect from others. In their personal life they hope for a good marriage and the chance to further their education after high school.

Young people also realize, despite their concern for education, that the sheepskin no longer guarantees a job. Today's college graduates are bumping up against jobs and housing already loaded with their baby boom predecessors. So there is a rising interest in careers as technicians, craftsmen and service workers.

Personal freedom, making one's own decision on the job or making a lot of money are opportunities young people feel they can not have in the services.

Young people do believe military service provides job security as

well as adventure and excitement.

The Army's challenge lies in persuading the target audience that the Army fits in with what young people want for themselves in their lives. They like to travel, to see different countries and they also want to learn a useful trade or skill. The Army has a relatively strong image on availability of assistance and on teaching a usable trade or skill to prospects, personal goals and job needs.

The recent economic improvement has had little effect on one of the most severe employment problems — youth. In August 1976 the unemployment rate for this group, age 16-21, was a double-digit 19.7 percent, as compared with the overall rate of seven percent.

Jobs for youth

Young people 16-21 presently make up approximately 14 percent of all civilian workers. More than 56 percent of the young men are in blue-collar jobs and 18 percent in service jobs. Most of the jobs are low paying ones requiring few skills and little experience. Many work at or near the hourly minimum wage — and some work for less.

The type jobs most held are those for which the National Planning Association predicts there will be a shortage of workers in the next ten years. It looks as if high caliber civilian employment opportunities for the primary military market will not be good through FY 82.

Since job opportunities for youth in the prime market are not likely to increase with the improving economy, the Army can offer these young people a good job with good pay. Prospects will weigh the value of Army opportunities against other opportunities. Advertising will generate leads which will publicize what the Army can offer by informing potential enlistees and influencers.

Leads will also result from recruiter aides, who will be able to as-

sist the recruiter in reaching key segments of the target audience. The recruiter will create leads too, but is primarily responsible for converting leads into enlistments.

Numbers

For enlistment totals for the next years, MSA has used its crystal ball to predict that NPS male HSDG requirements for USAREC will not be less than 80,000 or more than 100,000. The total NPS male requirement will range between 150,000 and 180,000 and NPS male combat arms requirement will remain in the range of 40,000 to 46,000 enlistments each year through FY 82.

Department of Army would like to obtain 98,000 NPS male HSDG in FY 77 as the start of an intensive campaign to increase the number of recruits who will complete their first term of enlistment.

The goal, of course, is to achieve a "steady state" by 1983. This means getting 141,000 NPS male recruits, 96,000 of whom are HSDG, each year. The current level is 160-170,000 NPS males.

The challenge for the recruiter will be to meet the quality goals and fill combat arms and tough MOS.

This means working the high school seniors. And putting them in the Delayed Entry Program. The way to effectively do this is to have a professional recruiting force knowledgeable in its product.

MSA, through the use of its crystal ball, has come up with a picture of what recruiting in the future will be like — what the prospects want out of life, in their personal and career goals.

Studies show youth of today in general have low-paying jobs, usually in unskilled occupations. Their employment rate is high.

Yet the Army offers opportunities which can help young people achieve what they want out of life. It's up to recruiting to make the two meet. Youth and opportunity.





Overcoming the effects of peer pressure

By MAJ J. R. ROANE

Reenlistment Officer, 193d Infantry Brigade (Canal Zone)

For years the Army has recognized the effects of peer pressure on first-term soldiers contemplating reenlistment. This pressure, which most of the commissioned officers have never experienced and which many older NCOs have forgotten, can have a very strong and meaningful impact on the young soldier.

Although the pressure may be less today than it was several years ago when a large part of the Army consisted of draftees, there still exists a very real pressure exerted by contemporaries on young soldiers not to reenlist.

The pressure is probably greater on soldiers who occupy the soft skill jobs than on those who occupy the harder skill jobs, such as repairman and lab technician, etc.

Most of us have probably talked to young soldiers who would have reenlisted had it not been for friends exerting pressure not to reenlist. We cannot prevent soldiers (nor should we) from attempting to express their opinions of the Army. However, as leaders we should be able to present logical and factual information that would offset any biased and unfair opinions of the Army. We should also do everything within our means to reduce the effects of peer pressure.

Perhaps the best method of reducing the effects of peer pressure — and, hopefully, eliminating it altogether — is through good leadership at all levels. If you, a leader who has contact with a young soldier contemplating reenlistment, demonstrate good leadership by treating the soldier fairly, by telling him he is a good soldier doing a good job, by ensuring him that he has the opportunity to learn, by placing him in positions of responsibility, by recognizing his accomplishments, by providing fair evaluations of his promotion potential, by providing fair, sound and timely counseling on his shortcomings and by telling him that **you** want him to stay in the Army, then you stand a better chance of keeping him in the Army and in your unit.

Many officers and NCOs (particularly staff NCOs and officers) believe that the retention of personnel is solely the responsibility of the company commander and reenlistment NCO. This is not true. The commander, by regulation, has the responsibility of reenlisting every good soldier. However, he is not the only leader in the company. Reenlistment is everybody's job.

If you (NCO or officer) have a soldier under you who lives in the barracks, visit the barracks to find out how he is living, how he takes care of his equipment and what problems he and other soldiers who live there encounter. In other words, show him that you are interested — interested not just in how well he types or drives a truck, but also interested in his personal welfare.

Officers, in particular, must learn to congratulate young soldiers when they are doing a good job or when they have done something particularly noteworthy. For instance, every time a soldier completes a course of instruction at the education center or completes a correspondence course, he should be congratulated. You certainly would counsel him if he failed the course. So, why not congratulate him when he does something well? This does not require you to make a big deal out of it. A verbal (preferably in the presence of his peers) "good job on completing your correspondence course" is usually sufficient.

I have seen cases of soldiers reenlisting where their supervisors were completely surprised. The supervisor did not know that he had a soldier eligible for reenlistment or, perhaps even worse, had never talked to him about reenlistment.

How can the peer pressure against reenlistment be overcome? Just the opposite of how pressure against reenlistment is applied.

Here is what you should be doing:

- Keep soldiers informed of their career progression.
- Explain the reasons for inspections (and keep inspections to the minimum).
- Tell soldiers when things are going well for the company and why.
- Tell them they are doing a good job; offer them opportunities in which they have to use their imagination and initiative; congratulate them individually when they do things right; and correct them properly when they do things wrong.
- Set the example in physical fitness, knowledge, personal appearance, etc.
- Most important, tell them that you want them to stay in the Army; don't wait for someone else to tell them.

Remember, reenlistment is everyone's job, and good leaders get reenlistments.

FORSCOM sets USAR recruiting plan

By LTC FRAUGHTON G. FORD Reserve Recruiting Branch, ODCSPER, FORSCOM

For the past two years, the Army Reserve has experienced a downward trend in strength. To counter this trend and to return Reserve Components to authorized strength, FORSCOM, in conjunction with the CONUS Armies and the US Army Reserve, has developed the FORSCOM USAR Recruiting Plan.

This plan is a program expansion/reinforcement of the current USAR recruiting structure. The proposed recruiting structure is based on the existing USAR chain of command.

The plan provides for supplementing the recruiting force with Reservists on active duty for training tours. The recommended expansion of the USAR recruiting force is from the current 643 full time military and civilian personnel to 2309. The level of full time military and civilian field production recruiters will be increased from 370 to 1373. This will place most of the recruiting force below the CONUS Army echelon.

When fully staffed, the typical major USAR command support and management structure will consist of three officers, three enlisted persons, and one civilian in addition to varying numbers of civilian/military recruiters.

(Major USAR commands are those USAR divisions and separate brigades, maneuver commands, and ARCOM/GOCOM under the CONUS Armies. The USAR field recruiters will be a mix of Department of the Army Civilians (DAC) and USAR non-commissioned officers on two-year stints of active duty.)

Recruiters will constitute nearly 60 percent of the total recruiting force.

The implementation of the recruiting plan is being accomplished in three phases. Phase I was initiated


Aug. 18, 1976. Subsequent phases will be implemented following staffing and approval by the office of the Secretary of Defense.

When fully staffed, this recruiting program is designed to obtain 90,000 accessions annually. This input will be sufficient to reverse the downward USAR strength trend. More selective standards will be imposed, and the recruiting force will be charged with the mission of raising the quality of accessions. With an estimated average monthly production of 5.5 persons, the 1373 field recruiting specialists should meet the annual accession requirement.

The goal of the recruiting structure is to establish a NPS/PS mix of 60 percent NPS and 40 percent PS accession ratio. It will further emphasize the increase of HS grad applicants to 75 percent and reduce the number of Cat. IV accessions to ten percent.

The USAR advertising program assists the field recruiter by increasing public awareness of the USAR program. The Office, Chief of Army Reserve, and FORSCOM jointly manage the USAR advertising program through the contract advertising agency, N.W. Ayer.

Major improvements are also being made in processing of individual reservists. Noncommissioned officers will be, or have been, assigned to each of the 66 AFEEs as guidance counselors. This will relieve the USAR units of a great portion of the administrative workload involved in the processing of applicants.

The built-in flexibility of this recruiting plan is ideally suited to apply emphasis and manpower to high priority USAR units. 

IG Commendable Areas

The FY 77 USAREC IG Inspection Program is well underway. All recruiting areas in the MWRRC have been inspected. It should be noted that recruiting areas assigned to DRCs inspected by the DAIG were not considered in this rating.

S. Chicago RA —

Chicago DRC

CPT Olin Hudson

MSG George D. Gilmore

Cincinnati Suburban RA —

Cincinnati DRC

CPT David E. Moyer

MSG Clyde I. Morrison, Jr.

***Columbus W. RA —**

Columbus DRC

*CPT Joseph Serio

*MSG Richard Cleveland

Each area has received an overall assessment using the terms "satisfactory" or "unsatisfactory" and several have distinguished themselves by outstanding performance in each of the functional areas outlined in the July 1975 issue of the *Journal*. As a result, it is the consensus of the IG and the region commanders that the following recruiting areas were performing their mission in a commendable manner (listed alphabetically):

*indicates repeat from FY 76.



WHO WOULD THINK a practical joke would lead to a radio interview? That's what happened to **Staff Sergeant Marty Goldman**.

The Anaheim, Calif., recruiter called Danny Mitchell at radio station KEZY on a routine follow-up to a REACT card. He expected to talk to a clean-up boy hoping to avail himself of Army opportunities. Instead he reached Danny Mitchell, station manager. The staff of the radio station, it seems, thought it would be funny to fill out a card on the station manager.

But their joke backfired. Mitchell and Goldman laughed about the scheme, and eventually met at the radio station. There Marty met Adam Demarias and was invited to be a guest on Demarias' show "Forum 70."

During the 30-minute interview, they discussed training, pay and allowances, benefits, OCS, Project AHEAD, enlistment guarantees and WOFT. Adding some contrast to the show Demarias compared today's Army with that of the Army of the 50's when he was soldiering. Goldman of course didn't miss the opportunity to give the address and telephone number of the recruiting station.

KEZY was to rebroadcast the show near the end of this year. (Ron Van Dyck, Santa Ana DRC)

HAVING INFLUENTIAL CIs is considered by many to be one of the most important things in recruiting. With that thought in mind **Captain Alan Cozzalio**, area commander for western Massachusetts, came up with a program to take the Army message to CIs.

The method he found to be successful was to place small ads in the Springfield area special notices section that read like this;

NEED A SPEAKER for your next meeting? Get the facts on your Army. Call 000-0000. (The telephone number reflected would be that of the local recruiting station.)

When a request is made Captain Cozzalio attends the meetings, accompanied by a recruiter from the area to assist him with a slide presentation.

The average cost of the ad is about \$1.25.

The actual presentation centers around the "Report to the People" slide show.

These meetings sometimes have a snowball effect. Members of the audience often request the presentation be given to other groups at other places.

Considering the number of CIs acquired, \$1.25 is

cheap at the price. (Providence DRC)

"SAIL DAZE" might be the best way to describe the way more than three million people viewed the tall ships that visited the Boston Army Base.



The "Amerigo Vespucci" was part of "Operation Sail," which brought more than three million people to the Boston DRC.

Tall ships from 19 nations were moored at the base in connection with "Operation Sail." The Army base opened its gates and welcomed the ships and their visitors to their piers.

The Boston DRC is physically located on the pier, which made it easy to set up a display.

Army recruiters from the Boston area joined with members of the Army Reserve from the 94th ARCOM Division, headquartered at the base, to set up recruiting displays. (Boston DRC)

"IS GENERAL FORRESTER HERE?," St. Louis DRC personnel asked when they heard MG Eugene Forrester was in the building.

Soldiers were snapping to and shining shoes like mad to improve their appearance for the general's in-

spection.

Right in the middle of all this commotion was **Ernest Eugene Forrester** of Arnold, Mo. He was going on active duty that day.

He goes by the name of "Eugene Forrester" and his name had been overheard by someone and misinterpreted.

The would-be general's recruiter explained the misunderstanding to him.

"He thought it was funny," **Staff Sergeant Kathy Jones** said. "He'd never been mistaken for a general before." (Melani Partain-Williams St. Louis DRC)

WHEN FIRE DESTROYED the 40-year-old high school in Rainier, Wash., two years ago, the town was faced with the serious problem of where they were going to educate their children. It would be two years before a new school could be built and the portable classrooms made available by the Seattle School District were too expensive to move.

That's when **Staff Sergeant Daniel P. Haltunnen**, Olympia Army recruiter, came in with a solution. He proposed that the 15th Engineer Battalion at Fort Lewis undertake the move as a training exercise. The proposal became reality in July 1974 when the Engineers moved the classrooms.



Photo by Mike Logan

Shown above is the new modern high school which took two years to complete. SSG Dan Haltunnen was a special guest at the opening ceremonies. He helped the school get the portable classrooms that served as the school for two years.

"It wasn't easy getting the classrooms here," said school Superintendent Richard Drees. "A lot of the credit goes to Sergeant Haltunnen. . . . He heard about our plight and contacted people at Fort Lewis who could help."

When the new school was completed this spring, Haltunnen was there as an honored guest. "I think what really surprised everybody was that the Army really cared about them," explained Haltunnen.

Since the reopening Haltunnen has been re-assigned as the station commander of a station 30 miles south, but the people in Rainier aren't likely to forget what the Army and SSG Don Haltunnen did for them. (Mike Logan, Seattle DRC)

WHAT DO YOU DO when your requests for color guards outstrip your available resources? San Francisco DRC had this problem and came up with a unique solution: develop your own in-house marching unit. To add to the visibility of the unit, they made them a historical uniform marching unit.



San Francisco DRC's prize-winning marching unit is shown above presenting a positive Army image to the local community

The unit consists of six marchers, each one wearing a uniform representative of a different period of the Army's history. Featured are a revolutionary uniform, civil war uniform, World War I and II, and present day WAC and EM uniforms. To top off the display the marchers carry a weapon that is also representative of the period.

In the first parade the unit participated in, they won first place in the military marching unit category, defeating more than a dozen other military units.

Only two of the members are permanent; the rest are recruiters from the area in which the parade is held.

San Francisco DRC reports the recruiters and local people enjoy the unit. (Gilbert Hogue, San Francisco DRC)



THERE ARE MANY REASONS young men give for not wanting to join the Army. One of the most popular is "my girlfriend doesn't want me to join."



Showing the Army does whatever possible to make an enlistee happy, SSGs Mirthala Chavarria and Crispin Sheldon, arranged a wedding, complete with all the trimmings, for two applicants.

This might stop some recruiters but not **Staff Sergeants Mirthala Chavarria and Crispin Sheldon.**

David Castorena and Raul Garza wanted to marry their girlfriends but had no jobs or money for a first class wedding. They told their recruiters they couldn't enlist because their girlfriends wanted to be married first.

With the help of the local community the staff sergeants arranged for a first class wedding with all the trimmings.

Both young men then enlisted in the DEP.

The wedding was such a success it was moved from the society page to the front page of the *Brownsville Herald* and the *Brownsville Times*.

At the end of the ceremony there were two happy couples and two happy recruiters. All in a day's work for the Brownsville Recruiting and Wedding Service. (San Antonio DRC)

WATER PURIFICATION might not seem like a top drawing card but, **Corporal Harvey Kunkel** of the Fort Sill 299th Engineer Bn, said the Army's water purification display at the Oklahoma State Fair made quite a hit.

Whether it was the Sooner state's long dry spell or just natural human curiosity, passers-by seemed interested in the exhibit.

"People don't think the Army has such sophisticated equipment," Kunkel explained.

"In fact this unit can be set up anywhere; take sewage water and make purified water out of it. It can be used in combat or in the field," he said.



Preparing the display for the deluge of people at the Oklahoma State Fair is CPL Harvey Kunkel of the Fort Sill 299th Engineers. Kunkel said people were truly interested in a machine that could make drinking water from sewage.

An M102 howitzer (with a seven mile range), a 7,300-lb. rough terrain vehicle, a 155mm self-propelled howitzer, and an OH58 Kiowa helicopter rounded out the Army's outdoor Oklahoma State Fair display. (Oklahoma City DRC)

MAKING PUBLIC RELATIONS fun is sometimes hard to do. Montgomery DRC, however, found a way to make a big splash.



Showing the civilians how to get "ahead," the Montgomery DRC entered this raft in the Great Alabama Raft Race. The crew took fifth overall and first in its class.

The setting was the Great Alabama Raft Race. A 15-man Army raft was the main attraction, with a large Army sign and many yellow Army bumper stickers adorning the side of the raft.

The race was a long and hot one — five miles down the Alabama River. But the sunburns and sore arms were worthwhile when the Army entry came in fifth out of a total of 218. They came in first (that's right, first) in the factory-made class. The crew received numerous small prizes on top of community relations.

After the race many kids crowded around the raft wanting to know where they could get one like it. Always aware of recruiting, they told them to come on down to the recruiting station and they'd discuss the matter.

The crew plans to try again at the six-and-one-half mile Selma Raft Race. A successful public relations scheme like this one can never be overworked. (Kay Frohlich, Montgomery DRC)

CARDIOPULMONARY RESUSCITATION: two big words that can make the difference between life and death. That's why **Sergeants First Class Joe Baldwin** and **Kent Edwards** think it's important enough to teach to the local communities.

The two recruiters, on their own time, give their classes to high school students, youth groups, civic groups, and just about anyone who asks for them.

Sergeant Edwards, whose idea it was to give the classes, should know CPR very well. Through training from the Heart Association he has become a registered instructor; also, his secondary MOS is "Medical Corpsman." He is also a registered Florida Emergency Medical Technician, and a Red Cross First Aid Instructor.

Sergeant Baldwin has the same credentials. He feels his work with first aid training has helped him with his recruiting. Young people see him as a friend who is willing to give up spare time to teach life-saving techniques.



SFC Kent Edwards (left) prepares to demonstrate the mouth-to-mouth procedure on a practice mannequin while SFC Baldwin explains how to clear the air passage. The two donate their time so that others may live.

Both sergeants admit that the training will probably not be used by most of the students. But, as Baldwin said, "I've gotten a few calls from students who've told me they've had to use the technique. And if only one life is saved by all this training, I think it was well worth my time." (Miami DRC)

DRILL INSTRUCTORS KNOW MARCHING backwards and forwards, so when the Job's Daughters Auxiliary needed judges for their drill team competition they asked the St. Louis DRC for help.

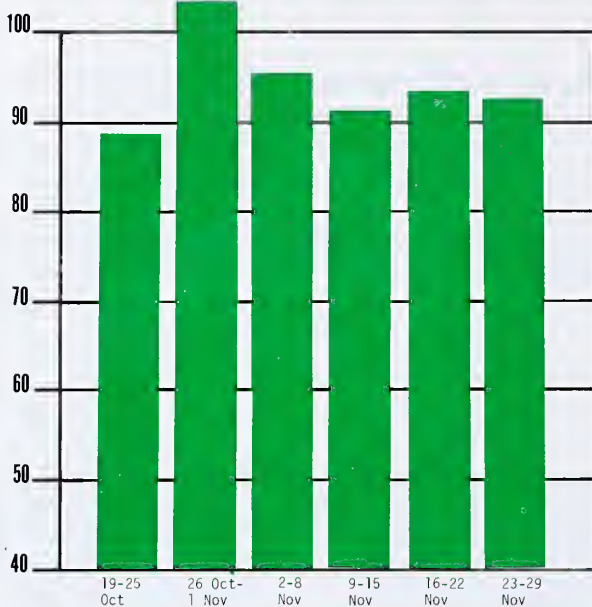
The DRC got four drill sergeants, two enlisted women and a WAC lieutenant, all from Ft. Leonard Wood, Mo.

The group made such a hit with the auxiliary and made such a careful selection in choosing the winning group at the nationwide competition, that the auxiliary wants to use the Army whenever possible. (Melani Partain, St. Louis DRC)

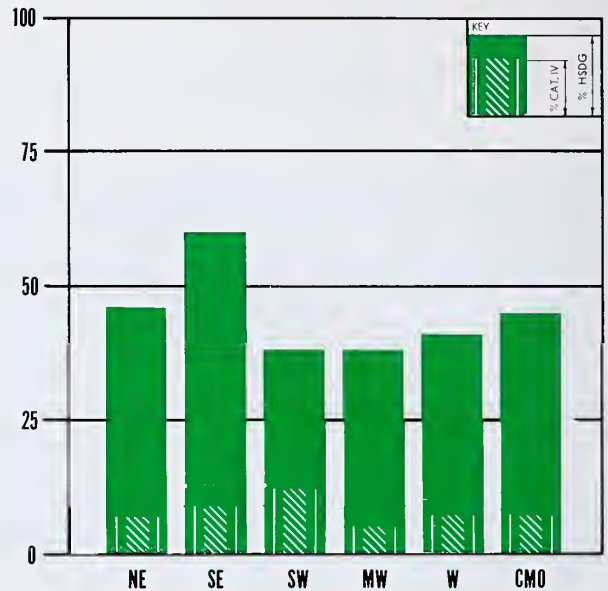


Q-2

88.7% 103.8% 96.3% 91.4% 94.0% 93.2%



Percent of weekly objective accomplished for shipping weeks indicated. Mission is accomplished when production falls within the ± 3 percent floor to ceiling tolerance.



Percentage distribution of NPS high school diploma graduates and NPS male cat. IVs by region as of 30 November

QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 5 week period 26 Oct thru 29 Nov)

9 of 9 Albany	9 of 9 San Juan	3 of 9 Little Rock
Atlanta	Syracuse	Oklahoma City
Baltimore	8 of 9 Nashville	Portland
Charlotte	Newark	San Antonio
Cincinnati	7 of 9 Harrisburg	2 of 9 Denver
Cleveland	Sacramento	Los Angeles
Columbia	6 of 9 Albuquerque	Omaha
Concord	Honolulu	San Francisco
Jackson	Phoenix	Santa Ana
Jacksonville	5 of 9 Beckley	Seattle
Long Island	Boston	1 of 9 Dallas
Louisville	Chicago	Kansas City
Miami	4 of 9 Lansing	Milwaukee
Montgomery	Niagara Falls	Minneapolis
Newburgh	St. Louis	New Orleans
New Haven	3 of 9 Columbus	Pittsburgh
Philadelphia	Detroit	0 of 9 Des Moines
Raleigh	Houston	Peoria
Richmond	Indianapolis	Salt Lake City

Rankings based on preliminary information received from regions. Does not include bonus credits.

DECEMBER

QIPS credits/recruit

1. SERRC	5.104
2. NERRC	4.780
3. SWRRC	4.696
4. MWRRRC	4.680
5. WRRRC	4.639
Command	4.797

QIPS credits/recruiter

1. SERRC	24.979
2. SWRRC	16.409
3. NERRC	14.526
4. MWRRRC	14.224
5. WRRRC	13.194
Command	16.178

Top 20 DRCs*

1. Jacksonville	5.663
2. San Juan	5.617
3. Harrisburg	5.221
4. Columbia	5.204
5. Syracuse	5.180
6. Richmond	5.162
7. Atlanta	5.050
8. Concord	5.044
9. Montgomery	5.040
10. Baltimore	5.006
11. Miami	5.003
12. Charlotte	4.987
13. New Haven	4.977
14. Raleigh	4.968
15. Albany	4.937
16. Albuquerque	4.911
17. Jackson	4.801
18. Louisville	4.790
19. Cincinnati	4.648
20. Cleveland	4.617

Top 20 DRCs*

1. San Juan	31.875
2. Montgomery	30.971
3. Charlotte	29.683
4. Jacksonville	28.847
5. Columbia	28.194
6. Miami	27.094
7. Richmond	25.492
8. Baltimore	24.719
9. Raleigh	23.542
10. Jackson	23.075
11. Atlanta	22.905
12. Long Island	21.588
13. Louisville	21.254
14. Albuquerque	19.018
15. Cleveland	18.121
16. Newark	16.247
17. New Haven	16.103
18. Phoenix	15.517
19. Cincinnati	15.471
20. Albany	15.392

*Only those DRC that accomplished their quantitative objective each week during the reception-station month starting on 28 September and ending on 25 October were eligible for consideration.



Training Ideas

for station commanders to use in their own professional development training. Feel free to adapt this to local needs. We recommend you file this page.

SUBJECT AREA

REFERENCES

OBJECTIVES AND/OR REMARKS

Purpose, scope and general information on waivers

USAREC Reg 601-56
para 3, 4, 5, 6 & 7
page 2-3

Do the recruiters understand the purpose/reason for this regulation? What about the scope; to what elements of this command does this regulation apply? When does a recruiter submit a waiver? Who can disapprove/approve different waivers? Remember, the more your recruiter understands the easier your job is to supervise/manage the work being done by each recruiter in your station.

Established procedures for moral and medical waivers

USAREC Reg 601-56
para 8-9 & 10 page 3,
4, 5 & 6

Do the recruiters of your station fully understand who will sit on a waiver board? Does your recruiter know how long an average waiver request will take to be processed completely? Do your recruiters counsel each applicant as to what to expect? Do they return applicant documents in case of disapproval?

Instruction for completion of required waiver forms

USAREC Reg 601-56
appendix A-H pages
A-1 thru H-1

Do your recruiters fully understand these instructions? Remember time is precious to a recruiter; a returned request could be very time consuming to you, the recruiter and the applicant.



Recruiter Quiz

provides questions which are typical of those received by the PD Division of HQ USAREC. The answers are all found in the references cited.

1. What is buymanship?
2. Who is responsible for determining a soldier's eligibility for reenlistment?
3. Who is the approving authority for a waiver request for 16 days AWOL time?
4. The six month's death gratuity is a lump sum payment made to a deceased service member's heir. What is the minimum amount payable?
5. Who is the approval authority for a waiver of a medical disqualification for reenlistment?

1. Para 2-1b, ST 12-163
2. Para 1-24, AR 601-280
3. Table 3-1, AR 601-210
4. Chap 2, DA Pam 608-2
5. Para 2-21, AR 601-280



CI has batting average of .692

Mrs. Frances M. Naggy of Phoenix, Ariz., was awarded a Certificate of Appreciation for outstanding support of Army recruiting. She received the civilian award for referring 13 young men to the Glendale Recruiting Station within a three-month period. Nine of the 13 referrals have been qualified and enlisted in the Army for a .692 success average. Mrs. Naggy is the sister-in-law of Glendale station commander, Ser-

geant First Class Harvey Cotham, and lives in the recruiting area of Glendale recruiter Staff Sergeant Ray Velenzuela, a situation that is most fortunate for both men.

Mrs. Naggy is employed as a cashier at a supermarket located in the Glendale RS area. She obtained most of the referrals by talking to customers as they passed through her check-out line. Her batting average of .692 is pretty hard to beat.

Phoenix DRC strikes a sapphire vein

Sergeant First Class Jim Smith of the Phoenix DRC added the gold recruiting badge with two sapphires to his long list of achievements when he attained a total of 1601 QIPS points.

FY 76 was a big year for Smith. He qualified for eight major awards

that include gold badge certificate and gold badge, top recruiter south area, recruiter of the quarter 2nd quarter, top recruiter 2nd quarter, gold badge with one sapphire, CG's semi-annual commanders trophy, south area top recruiter 4th quarter, south area top recruiter FY 76.

Unique window display

A unique display can be seen in the window of the Bellaire, Ohio Recruiting Station.

Mrs. Sharon Nagle, wife of SFC Bob Nagle, crocheted a U.S. flag measuring approximately three by five feet. The flag is trimmed in gold fringe and proudly displayed in the office window where it attracts the attention and admiration of many a passerby.

The entire project took about a month and a half. "The hardest part was the stars," says Mrs. Nagle — "but then there were only fifty of them." (P.J. Roberts, Columbus DRC.)

WAC Counselors on production

When the WAC Counselors were first put on production, Sergeant First Class Merle Hicks didn't have any doubt she could make it, and FY 76 proved it.

Hicks closed out FY 76 as the top recruiter in the Alexandria, La., recruiting area with 151 percent of objective.

Sergeant Hicks thinks her being female has no bearing positive or negative on her success. More than 90 percent of her enlistments were NPS males.

"If I were to drop a hint to new recruiters it would be to make and maintain a personal appearance as an example that shows an applicant you're proud to be in the Army.

Support the troops

"SUPPORT THE TROOPS" is the motto of the New Haven DRC, so that's exactly what Mrs. Pat Mullin, DRC admin. assistant did.

For her skill in budgeting and logistics, Mrs. Mullin was selected "Federal Executive Career Woman of the Year" for the greater New Haven area.

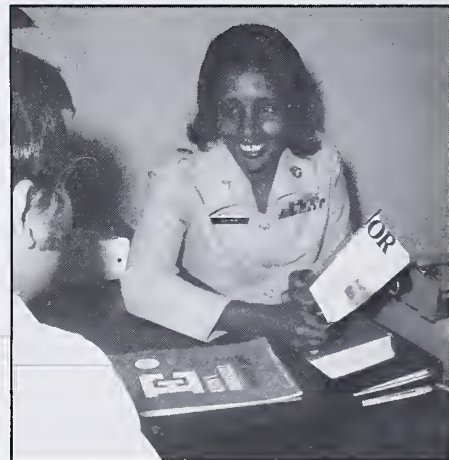
Although she has only a little over four years in civil service she was picked over two other candidates who had a combined service of more than 44 years. (Marian Martone, New Haven DRC)

Gold decal for recruiter's sedan

Sergeant First Class Jacob Richardson of Richmond DRC now has two sapphire stars for his gold badge and a gold decal for his sedan.

Richardson is also the first recruiter in Southeast Region to qualify for the Secretary of the Army's Advisory Council Award. (Richmond DRC)

SFC Merle Hicks



CSM McCoy RS

There's a new sign in the Winter Park, Fla., Recruiting Station. Inscribed with the words "Sergeant Major James S. McCoy Army Recruiting Station", it signifies an unusual honor bestowed on the Jacksonville DRC's sergeant major.

"Unexpected and a great honor," was McCoy's reaction to the dedication. "The Army is a way of life which I've enjoyed for 26 years."

During the presentation ceremonies, McCoy also received a key to the city of Daytona Beach from Mayor Lawrence J. Kelly.

What has led to his success? Sergeant Major McCoy feels that teamwork is the key element, both in the Army and in recruiting. The cooperation of recruiters working together is what makes an effective commander — cooperation such as helping with processing when the line of applicants extended outside the office down the hall of the AFEES station.

What makes a successful commander? "Motivation — if a recruiter is motivated properly, normally he will be an outstanding recruiter. Such a recruiter plans his work, sets his goals, has a positive attitude and enjoys his work," says McCoy. "It is the commander's responsibility to keep them motivated."

Recruiter receives first sapphire star

Sergeant First Class Tom Hunter, Mesa RS Commander, was presented his first sapphire star award at the Phoenix DRC.

Additional major awards he has earned since joining the Phoenix DRC are as follows; in June 1972 he was awarded the CG's Semi-Annual Commander's Trophy, FY75 top recruiter south area 4th quarter, top recruiter south area FY 74 and gold badge in April 1975. (Phoenix DRC)



SFC Sam Brown sings

Brown brothers sing

Sergeant First Class Sam Brown is an Army recruiter in Bardstown, Ky., and his brother, Father Ben Brown, is the associate pastor of the St. James Catholic Church in Elizabethtown, Ky. They combined their musical talents to put on a show for St. Catherine's College in Springfield, Ky. They both wore their "uniforms" in fine voice.

The presentation was structured to present a brief history of country and folk music. The student audience seemed to really enjoy the evening, particularly the sing-along numbers.

Although he was not actively re-

cruiting, the sergeant wore his dress blues while his brother wore the traditional white collar of the clergy.

The entire program maintained the casual tone introduced at the start: "Basically we're just two guys who love to sing and play the guitar and we want to share that love with you," said Father Brown.

Sergeant Brown admitted that he was nervous during the performance but he is looking forward to the next show. Meanwhile he said he'd be willing to talk to anyone about "pickin' and grinnin'" or joining the Army team. (Louisville DRC)

Recruiter supports labor

Sergeant First Class Ronald Henry, station commander at the Richmond DRC, received a Certificate of Appreciation from the United States Department of Labor in a

ceremony at the San Francisco DRC in Alameda, Calif.

The award was for his support of the Job Corps Center in Marin County.

The Army Hometown News Center

**A look at a sore subject:
what the Center *can* and *can-*
not do for you.**

Story and photos by
JACK MUHLENBECK
Journal, Editorial Advisor



Everyone who likes the US Army Hometown News Center raise their hands.

Hmmm.

Well, this is addressed to the rest of the recruiting force.

Believe it or not, and apparently many of you don't, the US Army Hometown News Center can be of service to you.

The center will not solve all your problems, but it can help you in certain ways.

Ah, you say, you have a good working relationship with the hometown paper and they use releases on people you put into the Army. Great! But the Hometown News Center can probably supplement your efforts. More about that a bit later. First,

some things the center *can* and *can-*
not do.

The center cannot use releases on persons who enter the Army and those who complete basic training. This is due to the size of the operation. Consider, the center can process about a thousand forms daily. Consider, too, that about 200,000 people enter the Army each year,

Modern machinery is used by the center to process a thousand forms daily . . .



. . . Each release is carefully proof-read before going out . . .



and the same number complete basic training. Two forms on each of the 200,000 would overload the center on just those two events.

So, the best outlet for this type story is the local paper; hopefully, the one you work with now.

The center can use stories on members of USAREC. Most recruiters would not carry a story about themselves down to the local paper. Understandable. But why not complete a DA 1526 and have the DRC A&SP shop send it to the center? What will this do for you?

Provided the form is completed correctly, the center will process the story and send it to the newspapers that cover the towns in which you work. This will most likely be used. It will give you added exposure. The center will also send a copy of the story to your home town. More exposure for you, and for the Army. Good exposure, showing that the recruiter is a hard-working man or

woman doing a good job.

But that still doesn't do you any good in getting exposure for the people you recruit.

There are times when the center can use stories on recruits. The key is that the story must be "out of the ordinary."

Say you enlist seven people from the same high school class at one whack. This is news and will be treated as such. The center will forward the story to the papers in your area which are on the mailing list at the center. More exposure.

Suppose a person you have put in the DEP goes out and really works and gets six more people to sign up. That's news. This type story can be used. More exposure. People who don't know about the accelerated promotion system will soon learn about it from the newspapers. The secret, if it is that, is to look for the unusual.

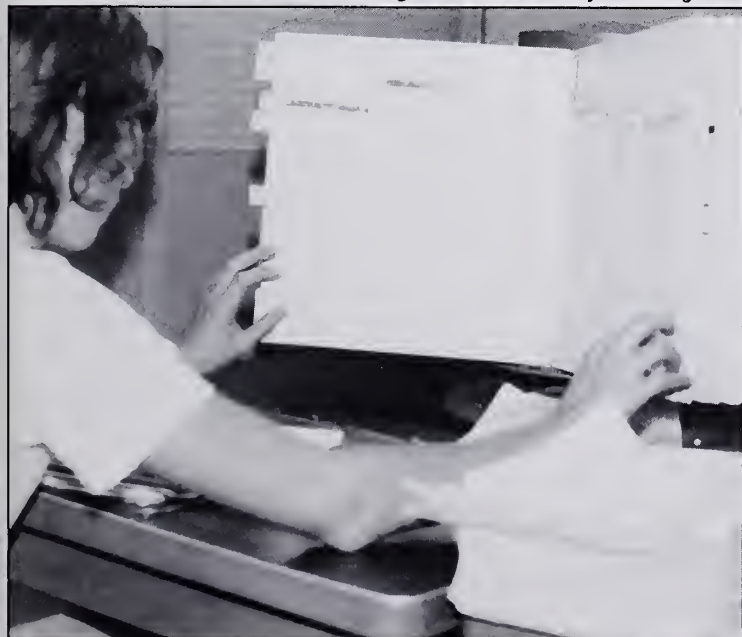
Ah, you say, the center will not get material into the really large

papers, for example, those in Chicago or New York. Partly true. When you think of the New York Times, you are probably right. But how about the Murray Hill News? The Bronx City News? The Westsider? These are small papers within the big city. They are interested in news about people from their section of the city. The same is true about any large city. The center knows which papers will use material and which sections of the large city the paper will cover. More exposure.

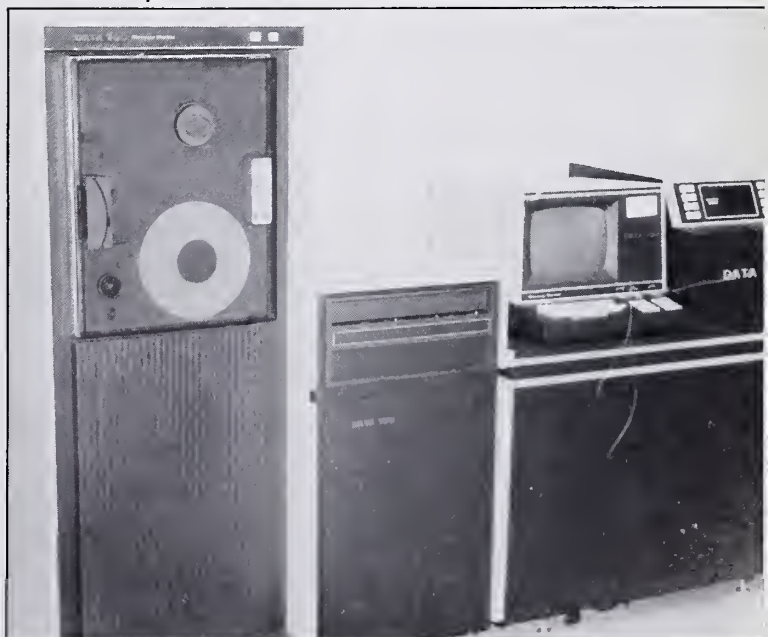
Many stories will not see "the light of day." This is simply because the form is either not complete or, if complete, then incorrect. What to look for:

- Social Security number. This is vital. It must be on the form.
- No signature. This will cause the story to be killed.
- No unit listed. Another kill.
- The form can't be read. The center is not going to guess. The

... ZIP codes are the key to finding out where a story should go ...

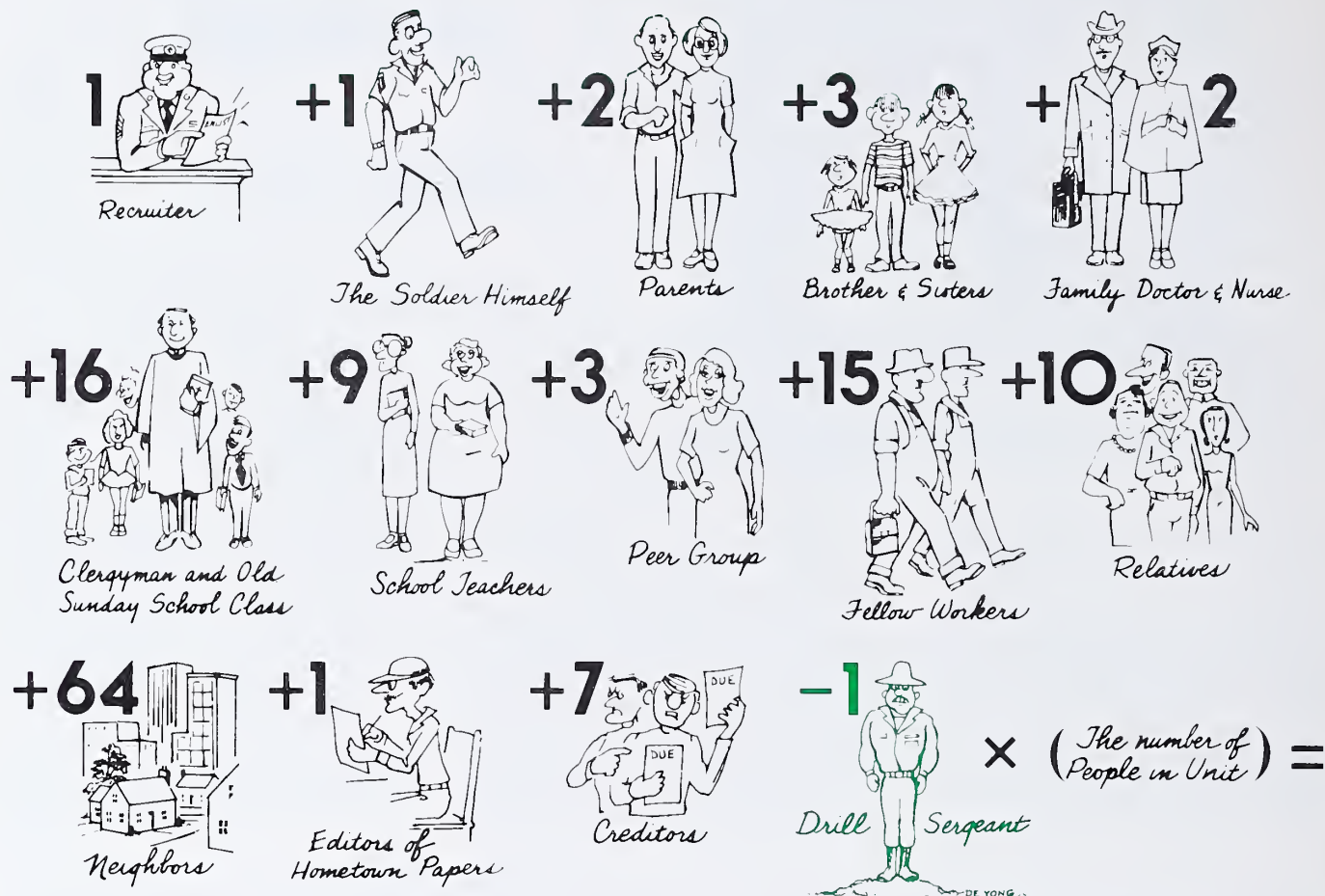


... This computer is the heart of the center's operation.



The Army Hometown News Center

Who Cares About A Soldier?



TOTAL NUMBER OF PEOPLE INTERESTED IN THE ARMY so lets keep those releases flowing.

form goes into the dead file.

- Too old. The promotion took place in May; the form gets to the center in September. Too old. To the dead file.

- There is no event listed on the form. What happened? Circular file.

- Parents live outside the U.S. The center doesn't service foreign papers. But don't consider Puerto Rico, Guam or American Samoa to be "foreign." They are parts of the U.S.

Many photos don't make it, either. Several reasons but usually:

- People too far apart.
- Poor lighting.

- The person getting the award doesn't show. The person getting the award is the person to center on in the photo.

- Polaroid.

How about radio and TV?

At present, the center does not accept radio tapes. A study is being made to see what type of radio tapes would be used by the stations around the country. The center may get back into the radio business in the months to come.

The center does use TV tapes and the USAREC Public Affairs Office is working on a plan to use this medium. More about this in later

Journals.

So, the Army Hometown News Center can help USAREC. But the center must be used wisely. Good material must be sent in to have a chance to hit the 15,000 local papers in the United States and the territories/possessions the center services.

The center can work for USAREC but only if members of the command work with the center.

Working with the center, USAREC can help, as their motto says, to "Inform the hometown public about its Army servicemen and servicewomen."

U.S. ARMY RECRUITING and CAREER COUNSELING **Journal**

Index for calendar year 1976

This index is for *Journal* issues printed in calendar year 1976, Vol 29. It may be of use to station commanders, in particular, in preparing training sessions for their recruiters. The articles indexed are feature articles, most of which will not outdate; departments have not been indexed. They should not be overlooked, however, as "Forrester's Focus" will have sales tips; "OOE" will have professional development information; and "Field File" will have promotional items. You may wish to supplement this index with your own, indicating locations of related bits and pieces from the departments.

Advertising/Sales Promotion/ Public Affairs

Mar, p. 2, 6, 9, 10, 13, 14, 15, 17, 19
Jun, p. 14
Aug, p. 32
Nov, p. 26-28

AFES/MEPCOM

Jan, p. 16
Jun, p. 6, 9, 10
Sep, p. 24

Education

May, p. 22
Jun, p. 12, 13
Aug, p. 6-8
Oct, p. 6

Marketing and Research

Apr, p. 2
Aug, p. 26
Nov, p. 24
Dec, p. 10, 12

Options/Inducements

Feb, p. 19

May, p. 28
Nov, p. 23
Dec, p. 14

Personal/Financial/ Management

Jan, p. 2, 12, 27
Feb, p. 2, 6
May, p. 24
Jun, p. 23
Aug, p. 9, 10, 15, 23, 24, 26
Sep, p. 31

Policy/Direction

Jan, p. 2, 6, 7
Feb, p. 2, 6
Aug, p. 10, 13
Sep, p. 12
Oct, p. 13

Professional Development

Jan, p. 24
Feb, p. 25
Mar, p. 30
Apr, p. 5, 8, 28

Aug, p. 14, 20
Nov, p. 13
Dec, p. 4, 9

Prospecting/Leads

Feb, p. 10, 12, 22
May, p. 22
Nov, p. 6, 7

QIPS

Apr, p. 12
Sep, p. 30

Reserve/NG

Feb, p. 19
May, p. 28
Nov, p. 23
Dec, p. 14

Sales

Apr, p. 10, 24, 31
May, p. 24
Aug, p. 12
Sep, p. 20, 24, 26
Oct, p. 25, 28
Dec, p. 8

Birthday celebrations in

By MIMI LEE
Dallas DRC

When opportunity knocks you have to make the best of the situation.

That's what the Dallas DRC did when a routine news release developed into an important community relations project.

It started in 1975 when "Army News Features" prepared and distributed daily historical vignettes. The DRC rewrote them in newspaper format and mailed copies to more than 100 papers in the area.

The response was enough to warrant continuing with another program when the vignette series ended.

We decided to start a series on Medal of Honor recipients from our DRC area. We quickly identified 12 recipients — a neat one per month possibility.

The town of Hillsboro, Tex., rediscovered a Medal of Honor winner as a result of a Bicentennial project by the Dallas DRC. The town's Bicentennial celebration was covered by The Dallas Times Herald; part of the article is shown here.

'My father told James to be a good soldier, and he was. We never saw him again.'

The war is all but forgotten, but a hero is remembered

By PATTI ROSS (D)
Staff Writer

Hillsboro, Tex. — The war is all but forgotten, but a hero is remembered. James Lindell Harris, a Medal of Honor recipient, was rediscovered by the town of Hillsboro, Tex., as a result of a Bicentennial project by the Dallas DRC.

The town's Bicentennial celebration was covered by The Dallas Times Herald; part of the article is shown here.

Our next step was research for information on each recipient. We did not want to simply print the Congressional citation because that doesn't personalize the article.

Lieutenant James Harris, killed in France in 1944 was from the town of Hillsboro — about 70 miles south of Dallas. We felt the proximity to Dallas would give us a chance to determine if we could dig up enough information through research.

First stop was the microfilm files of the old weekly Hillsboro newspaper where only a small notice about the date of the death was found. Checking the date of the citation, only a short 4-inch article quoting the citation was uncovered. Nothing more.

A visit to the county courthouse brought no results. Lieutenant Harris had died outside of the country and had not been named at the

time his birth was recorded.

With the hope that there might be some high school records, the next stop was Hillsboro High School. Nothing. But the county school superintendent's records revealed that family members attended high school in Bynum, a nearby town in the county.

The records there were lost during a fire at the high school.

Next stop was the County Historical Society, where they said I would find nothing because the American Legion had already tried and failed.

A visit to the cemetery confirmed the date of interment and provided a basis to check the American Legion records.

Back at the American Legion, we found nothing in the minutes. A return visit to the paper turned up the date of interment in a simple paragraph in the obituary section.

Then came the big breakthrough that prevents this story from ending here. Checking out addresses of next of kin, one of the sisters was still living at the same address.

Through her, we found the other two living sisters in the Dallas area and completed our research.

However, we felt we had found something bigger than a routine news release. With the Army recruiter from that county beside us, we headed out to talk to city officials.

We explained what we had found and suggested that Hillsboro might want to memorialize Lieutenant Harris in connection with their Bicentennial celebration.

During the presentation to the Bicentennial Committee, one of its members — the president of the local junior college — remembered that one of his counselors had been

Hillsboro, Texas...

the lieutenant's commanding officer.


The committee took over and added a memorial service to its Bicentennial parade. The Army sent a color guard and the 1st Cavalry Division band from Fort Hood, and a half section (a horse-drawn artillery piece) from Fort Sill.

Prior to the event, we visited Dallas news media with Hillsboro

officials, which resulted in a large 8-column spread with photos in the *Dallas Times Herald* on a section lead page. The *Dallas Morning News* followed up the next day.

We also mailed our news release to every other newspaper in the area as we tied it into the Army's 201st birthday and the Nation's 200th birthday.

Nowhere in the article did we mention Army recruiting or our part in the research effort. It was strictly low key all the way. We profited because the recruiter, new to the area, became better known and the Army was in the news in a favorable manner.

Opportunity knocked and we answered. 

...and in the IG's office

When a master sergeant walks into your recruiting station, and you know he isn't the assistant area commander or the DRC operations sergeant, chances are he's one of the enlisted inspectors from the USAREC Inspector General's office.

And, should he walk into your station on Dec. 13, 1976, you will know that he brings exactly 199 years of dedication to the improvement of the Army and to the welfare of each individual who has worn the uniform. Having recognized the need, the Continental Congress established the office of the Inspector General of the Army on Dec. 13, 1777.

Although the concept was not new, it was determined that the American Army needed a position that would be instrumental in shaping the American soldier into an effective fighting man who would be second to none. The person who is credited as being the father of the inspector general system is General Baron von Steuben. His knowledge of military discipline and tactics greatly assisted General Washington in the development of a highly respected militia.

During the past 199 years, the mission of the inspector general hasn't changed much. General von Steuben was tasked "to muster the troops monthly" and to check them as well as their clothing and equipment and to report all abuses, neglect and deficiencies. Today, the inspector general's aim is to protect the best interests of the government, the rights of the individual, and the prerogative of the commander. He serves as the eyes and ears of his commander and is dedicated to both the Army and its people.


The USAREC Inspector General is concerned with the effectiveness of Army recruiters and their implementation of instructions as they continue to enlist the quality men and women today's Army needs.



In the conduct of daily business, the IG office is divided into three areas:

- **The inspection division** inspects all region and DRC headquarters, and at least 50 percent of all recruiting stations, each fiscal year.
- **The investigations and assistance division** conducts investigations of varying degrees and handles complaints and requests for assistance.
- **The safety division** directs and supervises USAREC's safety program.

The inspector general does not negate the chain of command which is still the primary avenue for resolution of problems and accomplishment of mission.

Today's inspector general has grown out of the Continental Congress' original plan to serve both the Army and its soldiers. 



Update

Tuition Grant Program

The Ohio National Guard is the first state militia in the nation to develop a new way of obtaining qualified junior officers. Under a special college grant program, the Ohio Guard is offering a renewable tuition grant for potential Ohio University students.

In addition to receiving the grant, students will be required to join the Army ROTC program and have the opportunity to earn commission as a second lieutenant.

The program is administered by the Adjutant General's Department and Ohio University as an experimental pilot project to determine response to such tuition grants. If successful, there may be efforts to expand the aid program to other universities.

The tuition program, which covers instructional fees of \$240 per academic quarter, enables students to study either at the main campus in Athens, Ohio, or at five other university branch locations throughout the state.

Both prior service military and high school seniors are prime candidates for this program.

Prior service personnel would simply enter the program at their discharged rank.

High school students would serve 12 weeks to 6 months of basic and advanced individual training at a regular Army post sometime during the student's first year in the Ohio Guard.

The program, with its various options, offers a student an opportunity at a college education, military commission and a part-time job, worth conservatively over \$8,000 during the four years of school.

Information on qualifications and obligations, and application forms, are available from: The Adjutant General's Department, Captain Ed Hall, PO Box 660, Worthington, Ohio 43085. If calling by AUTOVON, the number is 889-1691. (TNS)

ARNG Patches

Army National Guard affiliated units are now authorized to wear the shoulder sleeve insignia of their affiliated active Army unit on the right breast pocket of their fatigues and fatigue jackets, if it is mutually agreed upon by the state Adjutant General and the active Army major unit commander.

Transportation Museum

The Army Transportation Center at Fort Eustis, Va., opened to the public its new Transportation Museum. This modern facility, dedicated to 200 years of Army

transportation, should make an excellent addition to any tour of that installation. Individual recruiter visits are welcome anytime and group tours may be arranged by calling the post Visitor's Bureau (Autovon 927-5206/5207). The museum's hours of operation are Monday-Friday 8 a.m. to 5 p.m.; Saturdays and holidays 10 a.m. to 5 p.m.; and Sundays, noon to 5 p.m.

Clippings

The USAREC public affairs office maintains a file of newspaper articles which relate to recruiting and local viewpoints of the Army in general. Since PAO is unable (because of budget restrictions) to subscribe to local newspapers, DRC public affairs officers are invited and urged to forward significant newspaper clippings to the USAREC PAO. Address: HQ USAREC

Attn: USARCCS-PA

Ft Sheridan, Ill. 60037

An ATTABOY!

Many of USAREC's recruiters are on the receiving end of "ATTABOYS" now that some results are in on referrals to Reserve and National Guard units.

From January to September, referrals from USAREC recruiters totaled 30,723. Out of this number, 13,290 people enlisted in either the USAR or ARNG, a 43 percent conversion rate.

A breakdown of these figures shows that of 15,129 referrals to National Guard units; there were 7,793 enlistments for a 51 percent conversion. For the USAR units, there were 15,594 referrals resulting in 5,497 enlistments, a 35 percent rate.

Microfiche Coming

According to MILPERCEN officials, all Official Military Personnel Files (OMPF) are to be converted from hard copy paper documents to microfilm sheets called "microfiche" by late 1979.

About a third of all warrant officer files are now on microfiche under the OMPF conversion that began in January. All colonel's records have been converted and the changeover of remaining officer records is scheduled for completion by September, 1977. Conversion of enlisted records to microfiche began in September, 1976, at Fort Harrison, and is scheduled for completion in about three years.

Conversion to microfiche files permits up to 98 individual documents — including photographs — to be

microfilmed and arranged in seven horizontal rows and 14 vertical columns onto a single 4x6-inch film sheet. As many film sheets as needed are used to reproduce the entire file. Before each official file is converted, all documents contained in the OMPF are thoroughly reviewed to insure that only authorized documents are microfilmed.

Damaged "Tie-Lines"

People receiving damaged "Tie-Line" cassettes should return them to USAREC HQ, Attn: USARCCS-PA, Fort Sheridan, Ill. 60037. Accompanying the tapes should be an explanation of why it is being returned. Replacement cassettes will be sent out. "Tie-Line" cassettes should be retained for a period of one year.

AOH vs. AR 611-201

The USAREC IG has reported that some recruiters are depending too heavily on the Army Occupational Handbook (AOH) as the major reference for MOS descriptions. The AOH is not an official publication on which to base MOS descriptions; each MOS is described in detail in AR 611-201, and it is changed on a regular basis to reflect current MOS offerings.

More than half a million copies of the first edition of the AOH were printed between August 1974 and November 1975. They were printed and issued primarily for use by young people and school counselors in exploring Army occupations and career opportunities. The pictures are used as illustrations of typical activities found in civilian jobs and/or Army career management field. They cannot be used as a basis for a person to choose a specific MOS or career field.

The 1976-77 version of AOH was printed in 300,000 copies. It contains many revisions, including some replacement of pictures. One picture that was not replaced is on page 43; in one instance a recruiter associated it too closely with MOS 12F (CMF 12) in the first edition. The picture could have been more appropriately placed in CMF 51.

The main point to remember is that some of the pictures could be misleading if too much dependence is placed on them. The official reference for each MOS description is in AR 611-201.

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only.

All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" x 14").


- RPI 300 Booklet. If there's a question, you'll have the answer.
- RPI 301 Folder. The Army Service School Reenlistment Option
- RPI 302 Folder. Your career decision.
- RPI 303 Folder. How to tell your friends you're reenlisting.
- RPI 305 Poster. The Army's been good to this Army wife.
- RPI 306 Poster. When you're doing something of value, you value yourself more.
- RPI 307 Poster. Since I've been in the Army, the longest I've sat still is for this photograph.
- RPI 308 Folder. Why are you staying in?
- RPI 317 Poster. Now I'll be working near home.
- RPI 319 Poster. I'd like to live in Europe. Not just visit.
- RPI 325 Poster. \$8,000 is \$8,000.
- RPI 331 Poster. Music is where I want to be.
- RPI 332 Folder. Music is where I want to be.
- RPI 334 Poster. How to tell your friends you're reenlisting.
- RPI 341 Folder. Berlin Brigade.
- RPI 343 Folder. Old Guard.
- RPI 345 Folder. Combat Arms Option.
- RPI 347 Folder. Overseas.
- RPI 349 Decal. We serve proudly.
- RPI 356 Label. Career Counseling 3-1/2"
- RPI 357 Label. Career Counseling 9"
- RPI 358 Label. Career Counseling 1"
- RPI 386 Poster. Patches, (large.)
- RPI 387 Poster. Your family benefits when you reenlist.
- RPI 921 Poster. Start college while you're serving.
- RPI 951 Label. Yesterday, Today, Tomorrow, The United States Army.
- RPI 975 Book. Army Occupational Handbook (one per reenlistment office).

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.



Recruiting in Puerto Rico

Richard E. Christianson
Editor, Recruiting Journal



While Christmas carols are being sung, trees being trimmed, stockings being stuffed, packages being opened, toasts being toasted, sidewalks being shoveled, driveways being plowed, recruiters in Puerto Rico are spending Christmas in the Caribbean sun.

As if that weren't enough to make you ask for a transfer to San Juan, Ponce, Mayaguez, St. Thomas or Christiansted, St. Croix, then this ought to. Since May of 1975 the San Juan DRC has not missed its quantity objective, and has been in the top ten DRCs in terms of QIPS credits per recruit and per recruiter. In fact, since September of 1975 San Juan DRC has been the #1 DRC in QIPS credits per recruit and since May of 76 has drop-

ped no lower than third in terms of QIPS credits per recruiter.

But figures alone don't tell the story. How about the real quality of those recruits? Are their recruits mostly walk-ins? Is their high school diploma as hard to get as our diploma? Don't their enlistees have problems when they get to BCT? Doesn't unemployment make recruiting easier for them?

Tough questions, to be sure. To get the answers we need to take a look at what recruiting in Puerto Rico and the Virgin Islands is like.

The San Juan DRC includes the island of Puerto Rico (30 x 100 miles) and the American Virgin Islands with recruiting stations on St. Thomas and St. Croix. (A bit of trivia for you — the island was originally known as "San Juan" after its patron saint, St. John. And the main city, San Juan today, was known as "Puerto Rico," or "rich door or port" because of its beautiful harbor. Somewhere along the line, probably in a shipping voucher to Spain, the two were switched around.) Today, Puerto Rico is technically known as a "free associated state." Its people are American citizens, but they are also Puerto Rican citizens. The question of statehood comes up at nearly every election, but so far that decision has not been made.

A great plus for recruiters is that the populace is largely pro-military. In World War I, the 65th regiment was the Puerto Rican regiment; in World War II, Puerto Ricans served in many regiments and benefited from GI training and the GI Bill. The parents and grandparents of today's prospects then, have a positive image of the Army. They see it as a respected way to get a trade and to get ahead.

The beautiful thing about this is that the family is exceedingly impor-



tant in the Puerto Rican culture. When a young soldier arrives at the San Juan airport on leave, there are uncles, aunts, brothers, sisters, cousins — relatives to the very ends of the shirttails — welcoming him home. Everyone in the family knows when someone enlists and is there to congratulate and encourage him. Enlistment in the Army is truly a family affair that ripples out to cousins and brothers like a rock thrown in a pond.

Because enlistment is such a popular route, recruiters can be selective and pick the best prospects. However, because the Army is so popular, the DEP is not all that attractive to the young people. They find it difficult to wait six, nine or twelve months; when they enlist, they expect to board the plane for BCT. Nevertheless, in June, San Juan DRC was working on its October objective. There were 700 in the DEP.

Don't be misled, however. It's not all that simple. Phone service in Puerto Rico is next to non-existent.

One cannot expect, with any consistency to complete two phone calls in a row. Even on good days the recruiter cannot expect to do much canvassing by phone since only about one in four Puerto Ricans have phones. Recruiters do a lot of walking and driving.

In the metropolitan areas of San Juan the driving presents another problem; on the island of Puerto Rico there are fewer than three million people but there are more than one million cars, creating traffic jams that go on forever. Needless to say, appointments can be awfully tough to keep.

Another problem. Puerto Rico has strict statutes regarding signs and billboards — the highly visible types of advertising those of us stateside have come to depend upon. What this results in is low visibility stations. Unless you knew where the stations were, you'd have a devil of a time enlisting.

Since Puerto Rico is something of a tourist mecca, hotels are quite high



The line of hotels along the Atlantic coastline of Puerto Rico at San Juan attest to the fact that Puerto Rico is a tourist country. It also means the cost of living is high.

Recruiting in Puerto Rico

Staff Sergeant Esteban Rivera Muniz, Mayaguez recruiting station, discusses the possibilities open to a woman in the Army.



priced. To keep down costs every applicant is MET tested and, on the day of his enlistment, he gets up at five a.m., climbs aboard the "publico" (their unique public transportation system) and heads for the AFEES in San Juan. In this way hotel costs are saved.

Language is a big problem. There are fewer and fewer English-speaking radio and TV stations in San Juan and none in Mayaguez. The schools teach English as a second language through teachers, many of whom read the language well but are not fluent in the spoken language. Needless to say this causes problems at the training sites. The young people pass the exams, but have trouble with verbal English. Imagine the young Puerto Rican recruit at the BCT site. He may even have a pretty good grasp on spoken English, probably with a Puerto Rican accent. But then the drill sergeant with a Texas accent starts barking cadences. Recruits from Wisconsin have to adjust to *that* language, much less a native Spanish speaker. The training bases admit that the young people from the island are highly motivated, but language is a problem. Given time and patience, most of them adjust.

Closely associated with language is the advertising problem. Not only are there no billboards, very, very few ads in English arrive that are usable. The people in the A&SP shop mostly adapt what the agency or the region provides them. Even the Spanish ads provided them may be unusable because what is spoken in El Paso is not the same Spanish that is spoken in San Juan. They appreciate what they get and adapt that which is not quite right as provided.

What appeals to the potential enlistee in Puerto Rico?

- **Pay.** Unemployment is consistently high in Puerto Rico. No one in the DRC would deny this. The young guy from San Juan sees the Army as a way to move up in the world.

- **Adventure.** Combat Arms and Europe are extremely attractive to the Puerto Rican. The "macho" image, the fact that his father and grandfather served in Europe in the infantry, the chance to get beyond the rest of the world — all of these appeal to Puerto Rican youths.

- **Education.** The GI Bill has always been a big selling point and Project AHEAD is catching on. The new Veteran's Educational Assistance Program is expected to carry on

where the GI Bill leaves off.

So much for the prospects. What are the recruiters like? They average around 35 years of age, almost 13 years of education, 17 years of service, a higher GT average score than the rest of the command's OOE's. They, with a few exceptions, speak Spanish, are of Cuban, Mexican, Panamanian, or Nicaraguan descent. Many were raised in the states. Fewer than one-half of them entered the Army from Puerto Rico.

But let's have the real recruiters — not the hypothetical "average" recruiter — tell you what recruiting in Puerto Rico is like.

Two recruiters who depend a great deal on DRC support for their success are SSG William Slease (St. Thomas) and SFC Miguel J. Espinoza (St. Croix). Travel between the main island and these two recruiters is generally done by air boat.

Both agreed that this distance caused some problems in terms of communications, deliveries and supplies, but both also praised the support they were given by the DRC. SSG Slease, relatively new to the islands, said, "They make you feel welcome. There's a great deal of camaraderie. When I send an enlistee by airboat to



The five recruiters from the San Juan recruiting station are all smiles. They all hold Associate Degrees in the Liberal Arts. They are (from left): SFC Ricardo Soler, SSG Efrain Alvarez, SFC Armando Vazquez, SFC Gregorio Rivera and SSG Luis A. Ramos.



Getting around isn't all that easy in Puerto Rico. The streets in Old San Juan are mighty narrow.

the AFEES in San Juan, I know they'll take care of him, treat him well. This is a small island — only 32 square miles — and if problems come up in the processing, everyone hears about it. Word gets around."

If any recruiters are living in paradise, Slease and Espinoza come the closest to being the ones. Slease commented that it would be very easy for him to stay home from work. He can fish, sail or go scuba diving in the ocean and, he said, "the sailing ships going past my windows are gorgeous." Observation shows, however, that as far as the work is

concerned it's the same as everywhere else — work.

Mayaguez is a small town on the west coast of Puerto Rico. The area commander there compared recruiting in Mayaguez to recruiting in a small Pennsylvania mining town or a Midwest farm town. CPT Enrique Rodriguez spoke strongly of the young people his recruiters are putting in the Army. "Any problems the training bases have with our enlistees stem from the linguistic problems. These are intelligent people. It's just that English isn't spoken here" he said.

Rumor has it that the school systems are not as good as they might be.

"No. The school systems are good. When the young people go to the mainland for a couple years and get familiar with the language, they score very well on the tests. We have a program here called COEM (*Collegio Residencial Oportunidades Educativas de Mayaguez*). Under this system the best students are picked from the schools. These 11th graders take college freshmen courses in engineering and do well. Many have gotten scholarships to MIT, Cal Tech and Carnegie Institute. Comparison standards are hard to find, but I'm convinced the schools are good and the young people bright."

MSG Felisber Lopez Rodriguez, assistant area commander, touched on a point which may go a long way in explaining why Puerto Ricans seem to be attracted to the Army. He observed that "Puerto Rico is a male-oriented culture. The young boys have to prove themselves men. They see the path their fathers took, the contributions Puerto Ricans made to Army history, and many choose to go the same route."

SSG Efrain Alvarez Ojeda, San Juan recruiter, added another motivation factor in the enlistment of many Puerto Ricans. "Most are looking for guarantees. There are frequent strikes; they want to improve their living conditions. The Army offers them a way up."


Station Commander, SFC Gregorio Rivera Medina, attributes San Juan DRC's success to hard work. He explained that he has a nose-to-wheel crew. "I tell one of 'em to take a week off, but when I come in at seven o'clock the next morning, there he is, hard at work."

As one might expect, at the DRC there's a slightly different perspective. CSM Joseph E. Frith discussed management. "We use the goal method. That is, LTC Mayson (DRC commander) and I are given an objective and we set our goal above and beyond that. We try to be reasonable in setting our goals. We don't ask our recruiters to do what we think they can't handle."

He, too, stressed hard work. "We expect our recruiters to be working 100 percent every waking hour of the day. They should always be moving, involved in community things like scouting, or Little League."

"We believe mental attitude is extremely important, along with team competitiveness. On top of that, everyone here has his own individual standards — we all want to succeed."

And it should come as no surprise if you look back at the Q-2 pages of recent issues of the *Journal*, to see that San Juan is at the top almost every month.

Recruiting in paradise? Nope. Some definite advantages to be sure, but mostly plain old hard work. 

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